State of Louisiana

Department of Health and Hospitals Office of the Secretary

June 18, 2010

The Honorable Joel T. Chaisson, II, President Louisiana State Senate P.O. Box 94183, Capitol Station Baton Rouge, LA 70804-9183

The Honorable Kay Katz, Chairwoman House Health and Welfare Committee Louisiana State House of Representatives P.O. Box 44486, Capitol Station Baton Rouge, LA 70804-4486 The Honorable Jim Tucker, Speaker Louisiana State House of Representatives P.O. Box 94062, Capitol Station Baton Rouge, LA 70804-9062

The Honorable Willie L. Mount, Chairwoman Senate Health and Welfare Committee Louisiana State Senate P.O. Box 94183, Capitol Station Baton Rouge, LA 70804-9183

Dear President Chaisson, Speaker Tucker, and Honorable Chairs:

In response to Senate Concurrent Resolution No. 83 (SCR 83) of the 2008 Regular Session, the Louisiana Department of Health and Hospitals (DHH) submits the enclosed report. SCR 83 requires submission of biannual reports to the House and Senate Health and Welfare Committees regarding the progress of the BrightStart initiative. The BrightStart initiative is a federally funded effort to design and implement a comprehensive early childhood system for children ages 0-5. R.S. 24:772 also requires that the report be submitted to the President of the Senate and the Speaker of the House.

DHH is available to discuss the enclosed report and recommendations with you at your convenience. Please contact Dr. Gina Lagarde, child health medical director in the maternal and child health program within the office of public health, at (504) 568-3507, or Clayton Williams, assistant secretary of the office of public health, at (225) 342-6188 with any questions or comments you may have.

Sincerely,

lan Levine

Secretary

Enclosures

Cc: The Honorable Members of the House Health and Welfare Committee
The Honorable Members of the Senate Health and Welfare Committee
Senator Lydia Jackson
David R. Poynter Legislative Research Library



LOUISIANA'S EARLY CHILDHOOD COMPREHENSIVE SYSTEM A HRSA-MCHB GRANT INITIATIVE

PROGRESS REPORT January 2010

Department of Health and Hospitals
Office of Public Health
Maternal and Child Health Program

Geoffrey Nagle, PhD, MPH, LCSW BrightStart Program Coordinator Tulane Institute of Infant and Early Childhood Mental Health

Melanie Bronfin, JD BrightStart Assistant Program Coordinator Tulane Institute of Infant and Early Childhood Mental Health

Gina Payton Lagarde, MD, MBA
BrightStart/Louisiana ECCS Grant Director
Louisiana Child Health Medical Director
Department of Health and Hospitals
Office of Public Health
Maternal and Child Health Program



Pursuant to Senate Concurrent Resolution 83 of the 2008 Louisiana Regular Legislative Session, attached please find the biannual report to the joint committee of the Senate and House Committee on Health and Welfare on the progress of the BrightStart Initiative. The BrightStart initiative is a federally funded effort to implement a comprehensive early childhood system for children ages 0-5. BrightStart is conducted under the auspices and guidance of the Children's Cabinet with the Louisiana Department of Health and Hospitals, Office of Public Health, Maternal and Child Health Program providing the needed coordination and technical support. BrightStart is federally funded through the Health Resources and Services Administration's Early Childhood Comprehensive Systems grant from the Maternal and Child Health Bureau.

On December 18, 2009, Governor Jindal designated BrightStart as Louisiana's Early Childhood Advisory Council (ECAC) under the Improving Head Start for School Readiness Act of 2007. In this role, BrightStart will coordinate the state's application for stimulus funding designed to support the improved quality, availability and coordination of services for children from birth to school entry. BrightStart will now expand its steering committee to meet the federal ECAC requirements, and will conduct public hearings to provide opportunities for public input into our ongoing work and federal application. Governor Jindal has designated the Department of Social Services to administer the federal funds in support of the ECAC.

We are grateful for the ongoing support of the Legislature, and look forward to partnering with you as we begin this new phase. As our state faces great fiscal challenges, we hope that policy makers in all branches of government make wise decisions regarding our public investments. As stated by James Heckman, Nobel Laureate in Economics, "As states are under constant pressure to improve the efficient use of ever dwindling financial resources, any investment away from young children can be viewed as a diversion of resources from the most efficient use of those funds."

We appreciate your consideration of this progress report and are committed to working with you to ensure the best opportunities for Louisiana's young children and their families.

Sincerely,

Gina Payton Lagarde, MD, MBA Louisiana Child Health Medical Director Maternal and Child Health Program Office of Public Health

Die P. Lagurke, MO

Department of Health and Hospitals

Geoffrey Nagle, PhD, MPH, LCSW BrightStart Program Coordinator Tulane Institute of Infant and

Early Childhood Mental Health

Devy Mayle

BrightStart Progress Report January 2010

The BrightStart initiative is a federally funded effort to design and implement a comprehensive early childhood system for children ages 0-5. BrightStart seeks to ensure that young children and their families have opportunities for optimal emotional, social, physical and cognitive development. BrightStart's two primary goals are listed below.

- 1) To maintain and strengthen systems integration and partnerships to enhance children's ability to enter school healthy and ready to learn; and
- 2) To continue to build an early childhood system that addresses the following priority areas:
 - Access to health insurance and medical homes;
 - Mental health and social-emotional development;
 - Early care and education;
 - Parenting education/family support; and
 - Child safety.

BrightStart is administered by the Department of Health and Hospitals (DHH), Office of Public Health (OPH), Maternal and Child Health Program. In addition, the grant effort is conducted under the auspices and guidance of the Children's Cabinet and the Children's Cabinet Advisory Board.

Senate Concurrent Resolution Number 83 of the 2008 Regular Legislative Session, calls upon the state agencies that serve young children to participate in BrightStart. The BrightStart Steering Committee, which is comprised of representatives from state agencies, the Louisiana House of Representatives, the Louisiana State Senate, and nongovernmental child-serving organizations, guides the work.

Since 2005 BrightStart has been in the implementation stage of the initiative. Successes to date include:

- The design and implementation of the quality rating and improvement system, called Quality Start, for child care centers;
- The design and implementation of the School Readiness Tax Credits package;
- The development of a statewide network for parenting education known as Louisiana Parenting Education Network;
- The passage of enabling legislation for the phased-in expansion of LA 4 pre-k eligibility to all 4 year-olds by 2014;
- The establishment of an Early Childhood Systems Integration Budget; and
- The design and implementation of the statewide Mental Health Consultation Program for child care centers.

Although these represent significant achievements, there is still much work to be done in support of children ages 0-5 years old. The new developments discussed below provide exciting opportunities for BrightStart to continue and expand its efforts.

The following progress report highlights the work that BrightStart, in collaboration with other agencies, has achieved over the past six months. These accomplishments will improve the lives of Louisiana's youngest children.

BrightStart Designated as Louisiana's State Early Childhood Advisory Council

The Improving Head Start for School Readiness Act of 2007 authorizes the Governor of each state to designate a State Early Childhood Advisory Council (ECAC) to improve the quality, availability, and coordination of services for children from birth to school entry. Under that Act, the ECAC is charged with strengthening state-level coordination and collaboration among the various sectors and settings of early childhood programs in the state. Funding was made available by the American Recovery and Reinvestment Act of 2009, to be awarded on a competitive basis, for startup grants to support the work of the ECACs. The maximum available federal funds to Louisiana are \$2 million, with the state portion of the match totaling \$4.67 million; the non-federal share may be met by cash or in-kind contributions. These funds can be used over a three-year period, and applications must be submitted no later than August 1, 2010.

Last month, Governor Jindal designated BrightStart as Louisiana's ECAC, with funding for this effort to be administered by the Department of Social Services (DSS). Work has begun on the grant application and the expansion of the BrightStart Steering Committee to meet the federal requirements ECACs. BrightStart will conduct public hearings to provide opportunities for public input on the ECAC's activities.

The designation of BrightStart as the ECAC for Louisiana marks a new phase in the initiative. The review and revision of the current strategic plan, the expansion of BrightStart's responsibilities and the infusion of federal support will provide the opportunity for BrightStart to build on its successes. Through the ECAC, Louisiana will be able to continue to move forward in establishing a comprehensive, coordinated early childhood system with the appropriate infrastructure to support high quality programs and services that address the needs of the state's young children and their families.

BrightStart Launches New Web Site

BrightStart has launched its new Web site (<u>www.brightstartla.org</u>) with an array of BrightStart materials and information on early childhood. The site provides a central location for gaining knowledge on policies, issues and resources on early childhood in Louisiana. Past BrightStart Progress Reports and Newsletters are also housed on the site. Additionally, the site allows individuals to sign up for BrightStart emails and ask questions.

BrightStart Adds Child Safety as a Focus Area

Child Safety is one of BrightStart's primary focus areas. Since 2001, the number of children under younger than 6 years old entering foster care in Louisiana has increased by 75 percent, and there has been an increase in child fatalities due to abuse or neglect. Also in Louisiana, injuries are the leading cause of death among children age 14 and younger; they claim the lives of nearly

200 children each year. Children in Louisiana die at higher rates from injuries than from all medical causes combined. Most injury-related deaths are unintentional and preventable. BrightStart's work in this priority area will include a focus on building a community-based, comprehensive and coordinated continuum of services for high-risk infants, toddlers and preschool children that encompasses prevention, early intervention and treatment approaches for both intentional and unintentional injuries to young children.

Grant for Enrollment in LaCHIP and Medicaid

On September 20, 2009, Secretary Kathleen Sebelius of the U.S. Department Health and Human Services (DHHS) announced the Centers for Medicare and Medicaid Services (CMS) grant awards, which totaled \$40 million, to improve outreach and enrollment of the State Children's Health Insurance Programs and Medicaid. A total of 69 grants were awarded in 41 states.

In Louisiana, DHH was awarded a \$955,681 grant to locate uninsured children and enroll them in Medicaid or LaCHIP by the end of December 2011. The grant targets children living in historically underserved areas, particularly children in rural areas, children affected by Hurricanes Katrina, Rita and Gustav, and children of Hispanic descent who are legally residing in the United States. DHH will contract with community partners to provide targeted outreach and one-on-one enrollment assistance in these areas. Louisiana continues to rank as one of the top five states in the nation for covering children under the age of 5. This grant is very timely and complements funding from the Robert Wood Johnson Foundation to Louisiana to maximize enrollment and retention.

Quality Start and School Readiness Tax Credits (SRTC) Update

Quality Start is Louisiana's voluntary quality rating and improvement system, which began in October 2007. Quality Start's goal is to increase the quality of child care and early learning for all children, and to give parents and consumers the ability to understand, assess and demand higher quality. The number of centers moving up the star ratings, and hence demonstrating improved quality standards, continues to increase at a rapid pace. As of January 8, 2010, 732 centers (more than 47 percent of all Class A-licensed centers) were participating in Quality Start, with 512 centers achieving their first star, and 220 centers (30 percent) achieving two or more stars. The number of centers that now have two or more stars has increased by almost 300 percent since January 1, 2009.

BrightStart was a leader in the creation of SRTC, a package of tax credits unique to Louisiana. The credits are available to families, child care providers, child care teachers and directors and businesses that support and/or participate in Quality Start. The credits became effective in 2008. Data provided by the Louisiana Department of Revenue (LDR) shows that for the 2008 calendar year, 4,455 families claimed a total of \$950,000 in these tax credits, which is based on their income and the star level of the center their child attended. In addition, 102 child care providers claimed a total of \$1.3 million based on their star level and the number of low income children they serve; 761 child care directors and teachers claimed another \$1.3 million based on their educational background, and 150 businesses claimed \$120,000 based on their support of the quality system.

Louisiana Chosen to be Part of New Pew Initiative

Louisiana is one of only four states chosen by the Pew Charitable Trusts to participate in its new Home Visiting Campaign. Pew is partnering with policy makers and advocates to promote smart state and federal investments in quality, home-based programs for new and expectant families. The Louisiana Partnership for Children and Families will lead the Louisiana Home Visiting Campaign with BrightStart providing support as needed. The campaign's goal is to increase funding for the Nurse-Family Partnership (NFP) program by \$2.5 million to expand its capacity to serve 20 percent of all eligible women. NFP is one of the most rigorously evaluated models of parenting education and family support. It is a voluntary home visitation program that serves first-time mothers who are below 200 percent of the federal poverty level, beginning in pregnancy and continuing until the baby reaches two years of age. It has been shown to reduce child abuse and neglect, emergency room visits for childhood injuries, subsequent pregnancies, and maternal and juvenile arrests, as well as to improve child learning measures and increase workforce participation. In Louisiana, NFP currently has the capacity to serve only 15 percent of eligible women.

Louisiana Parenting Education Network (LAPEN) Launches New Web Site

LAPEN is a statewide professional association for parent educators, which was created through the work of BrightStart to provide infrastructure and support for the profession. LAPEN has launched a new Web site, www.lapen.org, which offers articles, papers, links and resources, as well as presentations from LAPEN trainings and conferences, to assist parent educators in their work. It also provides information on upcoming meetings and professional development opportunities. Additionally, with this new site, Louisiana has become one of only a few states with a Parent Educator Registry (http://www.lapen.org/registry). The Registry is a searchable database created to facilitate communication and networking among parent educators, link programs for better sharing of ideas and support and provide a means to identify parent educators; the database includes location, training and areas of expertise. Funding to create the Web site and Registry was provided by a private foundation.

In addition, LAPEN hosted its Third Annual Summit on March 1 in New Orleans, From Research to Practice: Developing More Effective Parenting Programs with Jennifer Wyatt Kaminski, PhD and Lara Robinson, PhD, MPH, both with the Child Development Studies Team at the Centers for Disease Control and Prevention (CDC). They provided practical applications and lessons learned from CDC research projects related to parenting programs. Additionally, LAPEN has developed a Parenting Education Track for the Prevent Child Abuse Louisiana Conference that will follow on March 2-3.

Triple P - Positive Parenting Program

Triple P, Positive Parenting Program, is a comprehensive system of parenting and family support. This multilevel system includes five intervention levels of increasing intensity. The system is designed to enhance parental competence and prevent or alter dysfunctional parenting practices, thereby reducing an important set of family risk factors both for child maltreatment and for children's behavioral and emotional problems.

The substantial evidence supporting Triple P to date includes 43 controlled trials addressing efficacy, effectiveness and dissemination. Triple P has been shown to strengthen parenting and reduce the prevalence of poor conduct and emotional problems in preschool-aged children from

high-risk neighborhoods, as well as reduce coercive parenting practices. The CDC recently funded and published a study, which showed that large effect sizes were found for reducing substantiated child maltreatment, child out-of-home placements and child maltreatment injuries. The Fall 2009 issue of *The Future of Children*, a collaboration of Princeton University and the Brookings Institution, highlighted Triple P as a "multifaceted parenting campaign that has demonstrated substantial promise in several large trials."

BrightStart has brought together different state agencies and private funders to meet with representatives from Triple P to seek collaboration and support to launch a pilot program in Louisiana. Triple P offers an effective, systemic approach for preventing and treating problems faced by a number of state offices and agencies, including the OPH, the Office of Mental Health (OMH), the Office of Community Services (OCS), the Office of Family Support (OFS) and the Children's Trust Fund. BrightStart envisions a pilot project in two or three regions that will be implemented in FY 2010-2011.

Early Childhood System Integration Budget (ECSIB)

In 2008, the Louisiana Legislature passed Act 774, amending Louisiana Revised Statute 46:2604 to create the ECSIB. The legislation provided that this budget would be organized by the four components of BrightStart (access to health care; social-emotional development and mental health; early care and education; and family support and parenting education) instead of by the department, thus detailing the state's allocation of resources for children ages 0-5 in these areas. Although the first ECSIB has yet to be completed, BrightStart continues to work with the Children's Cabinet and the Division of Administration (DOA) to make the ECSIB a reality and a budget tool that will be available to state policy makers and advocates year in and year out.

Cross-Agency Infant Mental Health Trainings Continue

BrightStart has continued to coordinate cross-agency trainings in infant mental health. OPH offers intensive six-day training courses biannually. During the first set of trainings in FY 2010, professionals from OPH were joined by 4 OMH professionals, 14 OFS professionals, 8 Part C Early Steps professionals, and 5 OCS professionals. This cross-agency approach to training will continue with the second set of trainings, which will begin in January 2010.

Report on Home Visitation Programs in Louisiana

HCR 226 and SR 113 of the 2009 Regular Legislative Session calls on BrightStart to establish a Home Visiting Advisory Council to prepare for potential new federal funding of home visiting programs. The resolution directs the Council to prepare a preliminary plan that includes specific information about Louisiana's current home visiting programs. The preliminary plan is to be provided to the Louisiana House and Senate Committees on Health and Welfare before April 1, 2010.

A needs assessment is being completed that includes an inventory of current home visiting programs in Louisiana, a categorization of their effectiveness, the identification of gaps in programs, and the infrastructure, training and technical assistance that will be needed to achieve and support a system of evidenced-based home visiting programs. Recommendations will be

¹ Ronald J. Prinz and others, "Population-Based Prevention of Child Maltreatment: The U.S. Triple P System Population Trial," *Prevention Science* 10, no. 1 (2009): 1–12.

made based on what this research reveals, and a Home Visiting Advisory Council will be convened to review the report and the recommendations, and formulate a preliminary plan that will be submitted to the Legislature. Given that funding for these programs spans many different state departments and funding streams, and no current statewide inventory or assessment of the programs exists, this report should be a useful tool for policy makers for future planning purposes whether or not the federal funding becomes available.

Fiscal Year 2010 Federal Appropriations

On Dec. 13, 2009, the U.S. Senate passed the conference report of a fiscal year 2010 appropriations measure that included Labor, Health and Human Services, and Education spending. Below is a chart that shows funding levels for key early education programs, as well as comparisons to the previous federal fiscal year, the funds available through the "stimulus" and the original budget request from the Obama administration.

	\$14.5	\$10	\$13	\$14.5
			\$0.500	
	\$0.113		\$0.163	
	\$0.035		\$0.370	\$0.250
	\$0.066			\$0.066
	\$0.374	\$0.400	\$0.374	\$0.374
	\$0.439	\$0.500	\$0.439	\$0.439
	\$2.13	\$2	\$2.13	\$2.13
Course The New Assets E	\$7.11	\$2.1	\$7.23	\$7.23

Source: The New America Foundation

It should be noted that the Obama administration proposed reducing the FY2010 appropriation for Title I, the largest federal elementary and secondary education program, because school districts have received a large influx of Title I funding through the stimulus funding. The administration sought to fund instead two new initiatives: Title I Early Childhood Grants and the Early Learning Challenge Fund. However, Congress rejected the proposal, and the final appropriations bill maintains Title I funds at the same level as the FY2009 appropriation bill, and it does not fund the two new initiatives. In Child Welfare, much of the funding is comparable to that of fiscal year 2009 - with basically level funding for Title IV-B Subpart 1, Child Welfare Services and Subpart 2 Promoting Safe and Stable Families, the Social Services Block Grant (SSBG) and the Children and Family Services Discretionary Programs (CAPTA). The Title IV-E foster care program did have a slight increase in the appropriation. (Source: The New America Foundation)

Conclusion

Louisiana has made great strides in building an early childhood system, and has exciting new opportunities ahead in this arena. However, Louisiana's vulnerabilities, as indicated by our extremely poor health and education outcomes, will be greatly tested during this difficult economic period. In order to ensure that we continue to take the essential steps forward to improve Louisiana's outcomes, we must focus on our young children. Unfortunately, the needs of Louisiana are much greater than any one program can sustain, no matter how effective that program may be. Instead, the focus must be on a comprehensive effort to promote children's health and development in their early years.

Today, there is a convergence of evidence from experts in economics, neuroscience and child development that demonstrates the high economic return of investing in early childhood. As a child's most important brain development occurs before age five, their early experiences are critical to learning throughout life. Children who begin school behind typically remain behind, and research demonstrates that as many as half of school failures may be due to gaps in learning and development before school entry. There is no escaping the fact that the benefits of efforts targeting early childhood are less costly and more effective than later remediation.

BrightStart would like to take this opportunity to thank the Jindal administration and the state agencies that serve Louisiana's young children, the Louisiana Legislature and the many private organizations statewide, for their continued collaboration and participation in this early childhood systems building initiative. The successful expansion of the BrightStart effort as Louisiana's Early Childhood Advisory Council will certainly rely on the enduring support of all these constituencies.

BY SENATOR JACKSON

A CONCURRENT RESOLUTION

To urge and request the state agencies which participate in BrightStart, formerly known as the Early Childhood Comprehensive Systems initiative, to coordinate policy, budget planning, and services that support early childhood development.

WHEREAS, a strong society is achieved by ensuring that our youngest citizens grow up to be productive, healthy members of the community; and

WHEREAS, a child's most important brain development occurs before age five and provides the foundation for later social, emotional, linguistic, and cognitive skill development; and

WHEREAS, studies conducted by noted economists have demonstrated the value of investments in early childhood programs; and

WHEREAS, these economists have shown that redirecting limited funds toward improving basic cognitive, social and emotional skills of young children is the wisest investment, as the longer we wait to intervene with children, the more expensive the resulting problems become, and the long-term returns on the later alternative investments are substantially less; and

WHEREAS, investment in high quality early childhood programs has an immediate economic development impact as well as long-term economic benefits; and

SCR NO. 83 ENROLLED

WHEREAS, the Maternal and Child Health Bureau within the United States Department of Health and Human Services has made funding available to state Title V Maternal and Child Health (MCH) programs to enable states to develop a strategic approach to the challenge of bridging multiple funding streams and forging collaborative partnerships for cross service system integration in support of families and communities in their efforts to foster the development of young children that are healthy and ready to learn when they enter school; and

WHEREAS, this federal grant is known in Louisiana as BrightStart and represents Louisiana's commitment to young children; and

WHEREAS, the federal initiative expects that states will facilitate the building of an early childhood system that includes, but is not limited to: (1) access to medical homes, (2) availability of services to address children at risk of developing or experiencing mental health or other social-emotional problems, (3) availability of high quality early child care and education services, (4) availability of high quality parenting education and family support services, and (5) budget planning across these domains; and

WHEREAS, the primary goal of BrightStart is to develop systems integration and partnerships to enhance children's ability to enter school healthy and ready to learn; and

WHEREAS, BrightStart has been in existence for five years and a statewide needs assessment, strategic plan and implementation plan have been completed; and

WHEREAS, many of the goals and strategies set forth in the BrightStart strategic plan have been accomplished, but many of the goals and strategies are yet to be realized; and

WHEREAS, a BrightStart Steering Committee will be convened that will include members or representatives of agencies or organizations that serve the needs of young children and their families; and

WHEREAS, the United States Department of Health and Human Services has made additional funding available to support the implementation of the strategic plan; and

WHEREAS, the ongoing grant effort will be conducted as a joint effort and partnership between the MCH program of the Department of Health and Hospitals, office of public health, and the governor's Children's Cabinet including the Children's Cabinet advisory board; and

SCR NO. 83 ENROLLED

WHEREAS, the current efforts of the governor's Children's Cabinet promote the development and coordination of services for children in Louisiana; and

WHEREAS, the MCH program staff will provide the day-to-day leadership, coordination and technical support for the grant including functioning as the fiscal agent, fulfilling all federal reporting requirements and submitting the necessary application for ongoing funding; and

WHEREAS, the legislature recognizes and acknowledges the significant potential contributions of BrightStart for Louisiana's young children and their families; and

WHEREAS, Louisiana has been selected as one of only 14 states to participate in the National Symposium of Early Childhood Science and Policy at Harvard University and our BrightStart effort was recognized by the selection committee as a critical strength in our application.

THEREFORE, BE IT RESOLVED that the Legislature of Louisiana does hereby urge and request that the office of family support and office of community services and the Louisiana Children's Trust Fund within the Department of Social Services; the office of public health, the children's special health services program, the office of mental health, the Part C – Early Steps program in the office of citizens with developmental disabilities, and the bureau of health services financing within the Department of Health and Hospitals; the pre-kindergarten and early childhood education programs section and the office of school and community support in the Department of Education; the Board of Elementary and Secondary Education; the Department of Economic Development; the Department of Labor; the division of administration; a member of the Louisiana Senate, appointed by the President of the Senate; a member of the Louisiana House of Representatives, appointed by the Speaker of the House; and the executive director of the Governor's Children's Cabinet, work together with the BrightStart staff to implement the BrightStart strategic and implementation plans.

BE IT FURTHER RESOLVED that BrightStart and the Children's Cabinet shall report to the joint committee of Senate and House Committee on Health and Welfare on the progress of the BrightStart implementation plan by January 31, 2009, and at six month intervals thereafter until the end of the grant initiative.

SCR NO. 83 ENROLLED

BE IT FURTHER RESOLVED that a copy of this Resolution be transmitted to the executive director of the Governor's Children's Cabinet, the president of the Board of Elementary and Secondary Education, the commissioner of administration, the secretary of the Department of Social Services, the secretary of the Department of Health and Hospitals, the secretary of the Department of Economic Development, the secretary of the Department of Labor, and the Superintendent of the Department of Education.

PRESIDENT OF THE SENATE

SPEAKER OF THE HOUSE OF REPRESENTATIVES